



DEFENSE LOGISTICS AGENCY
DEFENSE CONTRACT MANAGEMENT COMMAND
8725 JOHN J. KINGMAN ROAD, SUITE 2533
FT. BELVOIR, VIRGINIA 22060-6221



IN REPLY
REFER TO

AQOD

AUG 08 1997

**MEMORANDUM FOR COMMANDERS DEFENSE CONTRACT MANAGEMENT
DISTRICTS**

**SUBJECT: DCMC Memorandum No. 97-030, Attributes of an Effective Management
Council (INFORMATION)**

This is an INFORMATION memorandum. It expires when content is included in DLAD 5000.4, Contract Management (One Book), not to exceed one year. Target Audience: All Contract Administration Offices (CAOs).

We are encouraged by the progress CAOs have made during the past few months in establishing vigorous, active Management Councils. Your efforts have proven to be extremely helpful in enhancing better teamwork, communication, and cooperation among CAOs, the Defense Contract Audit Agency, major customers, and contractors. The Councils have provided DCMC with a way to communicate ideas, implement change, and accelerate improvements in the acquisition process. During our most recent monthly management review in July, District representatives shared with us the characteristics you identified as necessary ingredients for success. In essence, a good Management Council makes things happen because it has:

- a. Top quality senior level people (represent all stakeholders).*
- b. Meets often (ideally, monthly).*
- c. Maintains consistent membership.*
- d. Has an agreed-to and well-defined charter (defined processes and criteria to identify substantive issues for discussion/resolution).*
- e. Has a well organized agenda.*
- f. Shows perseverance.*
- g. Advertises successes.*

Experience has shown that members must be senior enough to make management and resourcing decisions for their organizations. Meeting on regularly scheduled dates



provides momentum and enables attendees to better plan and coordinate their schedules. Consistency among representatives builds trust and ensures continuity from one meeting to another. A charter, signed by all members, is needed to define the mission, goals, and objectives, and to outline clear operating policies and practices. The charter should include criteria for identifying critical processes and significant performance issues that are important to our customers.

To assure that efforts yield the highest return on investment, attention should be focused on improving performance of areas not meeting expectations (e.g., decreasing acquisition cycle time and improving product quality). A well organized agenda will ensure issues are of interest to stakeholders and actions are prioritized. To understand others' points of view, it takes time and commitment; perseverance is a necessary prerequisite. Publicizing success stories helps others to benefit - success breeds success.

I'm sure many of you have identified additional best practices and lessons learned that you may want to communicate. Please send them to our point of contact, Mr. Don Reiter, Contractor Capability and Proposal Analysis Team (AQOD), by fax (703) 767-2379 or DSN 427-2379; or via the internet: donald_reiter@hq.dla.mil. If you have any questions, call Mr. Reiter at (703) 767-3407 or DSN 427-3407.



JILL E. PETTIBONE
Executive Director
Contract Management Policy